

# **e-BC Strategy**

**The Office of the Chief Information Officer**

**Ministry of Management Services  
Province of British Columbia**

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## Introduction

*The e-BC Strategy is about using technology as a tool to provide better client service, to meet government priorities and achieve better government.*

Traditionally, Government has provided services through government offices, over the telephone or by written correspondence. However, to meet changing service objectives and client expectations the government can no longer rely on these traditional service delivery channels.

For this reason, governments around the world are developing strategies to take advantage of electronic service delivery opportunities. This new service delivery channel will help government further maximize efficiency, effectiveness and be more responsive to client needs. Strategies include: using technology to help government agencies coordinate and integrate services to the public; creating more "one-window" electronic services that make it easier for clients to file reports or submit applications; and organizing information intuitively so clients can find it and complete transactions on-line. These and a range of other electronic service delivery opportunities are referred to as "e-government" throughout this paper. e-BC is the what the Province of British Columbia is calling its e-government strategy.

The adoption of the e-BC Strategy does not represent a wholesale change in the way government does business. It does require that significant changes be made internally and managed strategically, within current budgets.

A major component driving internal change is the need to address barriers that currently hold back ministries and agencies from planning or delivering e-services. By addressing barriers, ministries will be able to take advantage of electronic service delivery opportunities and offer clients innovative, responsive services.

**Why is an e-BC Strategy essential? Because...it will help us deliver services cheaper, smarter, faster and better.**

- Tighter budgets increase the need for ministries to work collaboratively to maximize limited resources and improve service delivery.
- Without e-BC government risks replicating silos in e-form. Government needs policies/ processes that facilitate and encourage collaboration between ministries as well as across government.
- Government needs to identify and take advantage of partnership opportunities to develop shared e-solutions.
- E-government is necessary to participate in the marketplace, keep pace with the economy and provide opportunities to integrate services with the private sector or other levels of government.

## Purpose

This paper outlines the e-BC Strategy for the province of British Columbia. It was developed in consultation with the e-BC Committee<sup>1</sup> and articulates a strategy for achieving the vision of a sustainable e-government.

The e-BC Strategy:

- identifies the vision and goals for e-government in BC;
- identifies the needs of clients;
- provides a whole of government approach to Information Management and Information Technology (IM/IT);
- identifies the essential priorities needed to build sustainable e-government in BC;
- provides a short-term action plan to implement priorities in 2004/05 within available budgets;
- identifies longer-term direction for the development of e-government in BC; and
- articulates the integral link between the e-BC Strategy and other government initiatives and planning processes such as the Client-Centred Service Delivery (CCSD) Framework, ministry service plans, Information Resources Management Planning and the Alternative Service Delivery initiative.

Supporting the necessary and sufficient expenditures on IM/IT as well as assisting the advancement of strategic projects and initiatives is a key role for the CIO. In light of the current and anticipated fiscal outlook, the CIO will work with ministries and Treasury Board Staff to identify strategic projects and develop a resource management plan that assists in achieving the broad goals of the e-BC Strategy and the specific ministry service and program objectives.

The successful implementation of the e-BC Strategy will require leadership, time, and focused investment to build a sustainable e-infrastructure. Government will also need to use client relationship management techniques to identify what clients want and use that information to design electronic services that meet their expectations. Finally and perhaps most importantly, it will require a change in government culture in order to provide incentives for cross government initiatives.

### ***e-BC Strategy Linkage to Client-Centred Service Delivery Framework***

The government is committed to providing citizens and businesses with convenient access to high quality, seamless services. This commitment is articulated within the Client-Centred Service Delivery (CCSD) Framework. The client-centred service delivery vision is driving service transformation across government by advancing government services in ways that make sense to the end user, the client. The strategic use of technology to better meet client needs is crucial to its success. The absence of an e-government strategy will limit the success of the client

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<sup>1</sup> The e-BC Committee was an inter-ministry committee created specifically to develop an e-government strategy. The analysis and resulting strategy set out in this paper is supported by a series of detailed discussion papers written by committee project teams. Discussion papers included reviews of practices in other jurisdictions and provide recommendations for achieving e-government in British Columbia. A brief synopsis of each of the discussion papers can be found in Appendix B and full text versions of the papers can be found at <http://www.cio.gov.bc.ca/ebc/>.

centred service delivery vision. It is with this knowledge that the e-BC Strategy has been shaped.

***Governance: Enabling Framework***

The implementation of e-BC will require decision-making at many points and various levels relating to a broad range of items including, but not limited to, Information Management and Information Technology (IM/IT) tools and techniques. Because e-initiatives are ultimately about improving service delivery to clients, they must be developed in concert with the programs they support. Therefore, governance for e-BC initiatives must be part of a broader cross-government decision-making process.

Ministries have identified the need for a better way to make decisions related to a broad range of issues including information management, information technology and service delivery. This need was identified in a variety of forums including the annual review of Information Resource Management Plans, at the community level in activities undertaken through cross-ministry work teams, and at the e-BC Committee table. Continuing to make decisions in isolation is not going to work any more.

Ministries have been trying to collaborate on issues that cross organizational boundaries. One of the roadblocks that has been identified is the lack of a forum for addressing issues, challenges and opportunities that affect multiple organizations – a place where cross-ministry approaches can be developed, and where knowledge and expertise can be shared.

A decision-making framework has been developed to address this gap. The framework will provide a flexible and responsive means of coordinating activities and decisions to help make government more accessible, easier to deal with and more responsive to the needs of clients. The cross-government decision-making model, which is part of a broader CCSD Framework, will:

- ensure that the priorities and actions within the e-BC Strategy move forward;
- set future short-term and long-term direction;
- identify strategic investments/opportunities to build e-infrastructure;
- ensure e-service initiatives/projects that are necessary for moving the e-BC Strategy forward are identified and resources are dedicated to them (e.g., Government Authentication Project);
- identify and encourage partnership opportunities across government; (partnerships will be driven by business needs and where/when it makes sense for ministries to partner;)
- establish corporate standards and policies that facilitate the development of e-government; and
- ensure that technology is used as a tool to provide better client services.

## e-BC Vision and Goals

*“Transforming the way people everywhere engage the British Columbia Government and receive services they need, at the time and in the manner of their choosing.”*

*e-BC Committee 2003*

### Goals

- **Enhance service and access for clients:** Services will be organized according to client needs and interests.
  - Provide clients with channel choice. Clients will be able to choose how they access government to obtain information and services. IM/IT will integrate and support service delivery through all channels (i.e., Internet, over the counter and telephone). A client’s ability to access a service at the time and in the manner of their choosing will evolve through options such as self-serve and through new service partnerships.
  - Increase clients’ confidence in electronic service delivery. Clients will have a high degree of confidence in the confidentiality, privacy and security of their on-line transactions with government.
  - Increase client use of electronic channels to access government services. Clients will increasingly choose to access government services via electronic means, such as the Internet.
  - Integrate Internet, over-the-counter and telephone service channels in order that a transaction may commence via one channel and be completed through another. Alternatively, clients will be able to start and finish an entire transaction through the channel of their choice.
  - Increased connectivity across the province. Every community in BC will have high-speed, broadband Internet access and citizen participation will be encouraged in the new technology-enabled society.
  
- **Improve internal operational efficiency and decision-making:** Service planning and delivery will be better coordinated across government.
  - Service delivery efforts will be coordinated across government and with other partners as appropriate. Integrated services [will facilitate service solutions for citizens and ministries.
  - Government will use the planning cycle to prioritize e-BC initiatives, identify new opportunities and seek to improve services.
  - A performance measurement framework will be used to measure, track and report on the progress/success of the e-BC Strategy.
  - IM/IT investments are planned and chosen strategically to maximize value.

- **Contain and reduce IM/IT costs across government:** CIO will maximize and use existing IM/IT resources strategically to meet current and proposed government fiscal targets.
  - A basic objective of many IM/IT proposals is to reduce current expenditures, increase revenue or avoid future cost pressures. Savings realised through such investments could be re-invested in other IM/IT projects, or for other measures to meet the fiscal targets of ministries or the government.
  
- **Create environment that supports provincial economic development:** Government is committed to providing the necessary IM/IT environment to support economic development across the province.
  - The support and enhancement of the technology sector of the BC economy continues to be a priority for the government. By maintaining a leadership position in the application of IM/IT in transforming business processes, the government demonstrates its commitment to stimulating this economic sector.

**Outcomes:**

1. Client needs for convenient access to high quality seamless services are met.
2. Assist Government's ability to make better IM/IT decisions.
3. Government is more affordable and fiscally responsible.
4. An environment that supports economic development is created.

## What do clients want?

For the purposes of this paper, the definition of **clients** refers to residents, businesses and ministries/agencies of the Crown within the province of BC. A more explicit definition of clients can be found in Appendix A.

### ***What do BC residents and businesses want?***

#### **Better/Easier Access to Government**

Access to government services is fundamental to a client's satisfaction. To clients, access means being able to quickly navigate through government and successfully find the right product/service, contact, location, website, phone number, form/instructions, eligibility/criteria for programs, etc. Currently, the majority of government information/services and access points are not organised intuitively for clients' needs. In addition, many clients have to travel to government offices for services and/or can only access them Monday to Friday during regular office hours.

#### **Channel Choice**

Most client contact with government involves accessing services via multiple channels (Internet, over the counter and the telephone). For example a client may look up information on a web site and then call a 1-800 number to get further information/assistance. Even as far back as 1999, 90 per cent of Canadians believed that they should be able to choose how they access government services<sup>2</sup>.

#### **Seamless Services**

It does not matter to clients what ministry or level of government is providing a particular service, they just want to be able to access the service they need. Services that are bundled together between municipal, provincial and/or federal governments make interactions with government easier. Such integration also cuts red tape, makes meeting legal and regulatory obligations easier, and results in higher compliance. For example, OneStop Business Registration service allows businesses to register with the municipal, provincial and federal seamlessly in a single transaction.

#### **Increased Access to Services On-line**

Submitting forms, licences and reports on-line decreases business administration time and costs. Submitting the same form/information to one point of contact that could be used by multiple ministries creates even greater efficiency and administration savings, particularly for businesses.

#### **Assured Privacy, Confidentiality and Information Security**

Surveys and polls have confirmed that Canadians are concerned about their privacy in on-line or other e-services. Unless clients feel confident about how their personal information will be used or shared, their take-up of e-services involving their information will be slow.

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<sup>2</sup> *Improving Government Service Delivery Through Single-Window Service Initiatives. Toronto, Canada 2001.*



## **What do BC Ministries want?**

- **Confidentiality, Privacy and Security**
  - Ministries need to assure their clients that their personal information is secure and their privacy will be protected. To do this, government must ensure adherence to established legislative requirements in the development and implementation of e-services. Tools like Privacy Impact Assessments, Security Risk Assessments, and appropriate data/information management and technical standards need to be expanded and uniformly implemented and maintained.
  
- **Funding IM/IT initiatives**
  - Ministries would like IM/IT expenditures to be viewed as infrastructure investment, requiring stable funding over time to support and renew the system. For example, maintaining IM/IT infrastructure investments is similar to maintaining roads. Once built, they need maintenance and repair. The investment plan should be consistent with commitments made in other planning processes (i.e. Ministry Service Plans).
  - Cost implications to develop shared IM/IT infrastructure/applications should be assessed and communicated to ministries prior to their development.
  - A strategy is required to identify how savings realised through IM/IT investments could be reallocated amongst IM/IT partners or re-invested in the IM/IT infrastructure.
  - Incentives are needed to encourage cross-ministry projects.
  - Tools for measuring returns on investment need to be developed so the success of IM/IT can be evaluated consistently across government.
  
- **Governance**
  - In order for e-government to work government needs to change the existing approach to planning and decision-making. The current environment generally encourages ministries/agencies to work alone in silos, which inhibits collaboration.
  - Increased horizontal co-ordination and collaboration will require a commitment from all levels.
  - Ministries expect any process to enhance their ability to develop creative IM/IT solutions without slowing down response time and ability to proceed with high priority projects.
  
- **Manage Expectations**
  - Government needs to create a balance between expectations and its ability and capacity to respond and deliver on them. In a period of restricted financing it is imperative that IT/IM proposals also serve, whenever possible, corporate government priorities.

## e-Government Critical Success Factors

The following is a best practices review of elements that were identified in other jurisdictions as essential to achieving e-government strategies.

### Vision (Goals)

- A clear articulation of the government's vision is communicated to provide strategic direction for the development of e-services. "A vision statement can help promote inter-ministerial co-ordination, ensure balance and fairness and help stay the course over a number of years"<sup>3</sup>. In addition, having a clear vision helps maintain a sense of purpose and a target against which progress can be measured.

### Leadership

- Having an e-government vision is one thing, ensuring that vision becomes reality demands leadership. Leadership requires consistent commitment and action to achieve stated goals. Leadership is needed to gain acceptance of concepts, implement new frameworks, manage change, and sustain support for initiatives whose results may take time to emerge.

### Governance

- Moving to e-government requires a significant change in the way government does business. It calls for increased collaboration and partnerships among multiple ministries/agencies at the same or various levels. An integrated approach to service delivery means that the traditional silo governance model is less effective. A strengthening of the cross-government perspective is needed to facilitate collaboration between ministries, provide strategic direction, and drive change. The lack of a collaborative governance model will seriously impair the ability of e-government to move forward.

### Legislation, Policy and Corporate Standards

- The success of e-government initiatives and processes is highly dependent on government's role in ensuring a proper legal framework for their operation. The introduction and uptake of e-government services and processes will remain minimal without legal equivalence between digital and paper processes. Common data and information management/technology policies and standards are also needed to continue to merge IM/IT databases/systems and facilitate integrated service delivery<sup>4</sup>.

### Security and Privacy

- Clients will not use e-government services without assurance of privacy and security. Government must develop trust with the public and communicate to them how their information will be collected, stored and used. Privacy and security need to be ensured before e-government initiatives can be advanced<sup>5</sup>.

<sup>3</sup> "OECD e-Government Studies: The e-Government Imperative". Organization for Economic Co-operation and Development. 2003. Page 69

<sup>4</sup> Ibid. Page 48.

<sup>5</sup> Ibid. Page 48

**Client Relations Management**

- Developing e-services with a “build it and they will come” approach is an expensive gamble. Services need to be created and organized in a manner that meets clients' needs, not government's. Providing client centered services results in improved service delivery leading to greater client confidence in government.
- Managing client relations and developing processes to consult clients are necessary to remain responsive to their needs and to build an e-government that meets those needs. Client relations management allows government to create an integrated view of the customer and to use this information to tailor client services and coordinate services across multiple channels. Customer segmentation, marketing on-line services, determining the most appropriate services to go on-line, and creating incentives to move clients on-line are all part of providing better e-services to the public.

## Achieving the Vision

The e-BC vision and implementation strategy are based on a commitment to a client-centred approach to the delivery of services. This vision recognizes that British Columbians are increasingly choosing to interact with government using on-line services. As taxpayers they expect value and results; as clients they expect to receive accessible quality services in the right place and at the right time; and as citizens they expect more on-going participation in the democratic process.

This vision for the development of e-government in BC can only be achieved by adopting a corporate approach. Clearly this will require collaboration within ministries and across government. In order to develop the technical infrastructure and organizational model that enables citizens to interact securely in a convenient and accessible way, ministries and agencies must work together, using the available resources, to develop new and innovative solutions. It also requires that the e-BC strategy be fully aligned with other major initiatives such as those associated with the Alternative Service Delivery Initiative and the CCSD Framework.

The e-BC vision is also driven by the recognition that government must remain competitive in the global marketplace. Worldwide, there has been an exponential increase in the reliance on the Internet for transactions and information exchange. Forecasters predict that it will soon become the primary infrastructure for all business enterprise. If the Province of BC is to do business nationally and internationally, e-BC must be advanced.

The e-BC vision views technology and information as enablers. They are powerful tools that create the potential for change. However, this potential will only be realized if implementation occurs within a vision that is based on the needs of citizens and the businesses that are using those services. All jurisdictions recognize that these changes are resulting in a fundamental transformation in the way governments are organized and provide services. It is also recognized that this transformation process is in its formative stages. This process is ongoing and will involve continuous cycles of change and renewal.

- ❖ Collaborating with ministries and aligning with other major government initiatives, e-BC uses a corporate approach to achieve its vision.

- ❖ To participate in the national and international economy and create an environment that supports economic development, e-BC must be advanced.

- ❖ Committed to a client centred approach, e-BC will enhance service delivery and client access to services.

How will this vision be achieved? It will be achieved through collaborative and integrated planning and by making investment decisions that have significant corporate value and support service transformation. It will be achieved through strong leadership and commitment at all levels; and through the use of an inclusive governance model that is part of a continuous planning cycle. It will be achieved by building partnerships with the broader public sector, universities, citizen organizations and the private sector to ensure that government makes the best possible use of all of the available resources.

This shift in culture to a whole of government, collaborative and integrated approach must be supported by decision-making that encourages collaboration and builds on successes and shares these successes across government. Government will use current opportunities such as the Government Authentication Project and the digital divide initiative to build new business models and corporate solutions.

What are the proposed next steps? Each of the discussion papers prepared by the e-BC working committees makes recommendations that clearly articulate what must be in place in order to achieve a vision of a robust and leading edge IM/IT environment. It is recognized that the order in which they are implemented and the overall time it will take to complete the process are entirely dependent on the resources and capacity available. A brief synopsis of each of the discussion papers can be found in Appendix B and full text versions of the papers can be found at <http://www.cio.gov.bc.ca/ebc/>.

Government faces the serious challenge of accomplishing a more integrated IM/IT approach within current budget and fiscal realities. In light of the restricted financial outlook, the e-BC strategy has shifted from one that assumed that significant new resources would be available to fund new initiatives to one that leverages existing investments and optimizes the benefit of new investments. This investment approach must also support service transformation and direct linkage to the CCSD process. Even though the timing of the implementation of the recommended priorities remains uncertain, government will continue to follow the overall recommendations contained in the papers and work towards achieving the e-BC vision.

- ❖ The CIO will improve internal efficiency by leading a collaborative integrated planning and decision-making process across government.
- ❖ Where they are the most effective and efficient means of achieving government's service delivery objectives, P3 [should be spelled out] will be explored and pursued to support e-government initiatives.
- ❖ To contain costs and improve internal efficiency, e-Government successes and knowledge will be shared across government to build new business models and corporate solutions.

## e-BC Priorities and Actions: Phase I 2004/05

The e-BC Strategy does not anticipate significant new funding to achieve e-government for BC. Given this environment, the strategy uses an incremental approach, which focuses on implementing the priorities for an e-BC foundation first. In e-government, there are many interconnected components. Certain components must be completed first to enable the implementation of others in the future. For example, a whole of government authentication program is needed before services that require identity verification at a ministry level can be moved on-line. Another example is the need for common data standards, which will make the integration of ministry databases possible in the future. Together, such components create the foundation of the e-BC Strategy. Phase I focuses on implementing components for this foundation.

Phase I priorities were identified using two methods. First, the 92 recommendations provided in the e-BC Committee discussion papers were analyzed and revealed ten essential priorities for achieving e-BC. Next, corresponding actions were developed within each priority. Actions for the priorities were developed based on recommendations from the e-BC discussion papers, but also in consultation with the papers' sponsors/authors. A description of the discussion papers can be found in Appendix B.

Recognizing that business requirements drive investments in IM/IT, a key component of the e-BC Strategy is to address barriers that currently prevent ministries from planning and delivering e-services. In the spring of 2003, the Ministry of Management Services (MSER) consulted all government ministries asking them to identify key priority e-service projects. From the projects identified at that time, managers were asked what barriers or opportunities did e-BC need to address to ensure the success of their projects. The result, 38 recommendations, which were included in the 92 recommendations used to identify e-BC priorities and inform the action plan.

The e-BC strategic plan is part of a continuous planning cycle and as such will be evaluated annually.

### 1. Client-centered service delivery is necessary to drive e-BC.

#### **Actions 2004/05**

##### *Client-Centred Service Delivery Framework*

- Obtain Cabinet endorsement for the CCSD Framework.
- Use CCSD Framework to guide the development of e-services and selected IM/IT applications.

##### *Client Relations Management*

- Develop process for the involvement of clients. This process identifies who government's clients are, what they want and uses this information to improve client services through use of technology.

**Long-Term Direction**

- Participate in the development of a provincial integrated service delivery framework.
- Build on organizational structure/capacity to oversee the implementation of the service delivery framework and the integration of service delivery channels.
- Address integration issues.

2. Leadership and a process for government decision making and priority setting are needed to drive e-BC. Working within a horizontal governance framework leadership will drive the e-BC agenda forward across government. It is also responsible for initiating and sustaining the e-BC Strategic planning and investment planning cycles.

**Actions 2004/05**

- e-BC will work within the CCSD enabling framework. The framework seeks to prioritize, organize and resource service delivery initiatives that cross-organizational boundaries in a responsible manner.
- Identify executive responsibility centre(s) to drive e-BC Agenda.
- Establish Deputy Ministers Committee on Client-Centred Service Delivery to support service transformation.

**Long-Term Direction**

- Work with ministries across government to continue to drive e-BC forward.
- Adapt and adjust the enabling framework to better facilitate and coordinate cross-government e-government decisions.

3. An IM/IT Strategic Planning Cycle that includes performance measures is needed to drive e-BC.

**Actions 2004/05**

- Integrate enterprise planning processes including ministry service plans, information resource management plans, as well as government budget and ministry planning cycles. Information from these sources is used to assess the direction and adjust the course of the e-BC Strategy.
- Integrate IRMP process into the Chief Information Officer's service plan.
- Develop and implement performance measures to evaluate the progress of the e-BC Strategy and related projects.

### Long-Term Direction

- Increase investment at the corporate/enterprise level. Decisions will be made through the enabling framework and investment planning will be linked to government/ministry planning cycles.
- Move towards a more comprehensive approach to measures and evaluations.
- Facilitate the adoption of common performance measures across government.
- Adopt benchmarks to assess the development of e-government in BC and compare its progress to that of other jurisdictions.

## 4. Government must improve access to services to clients across BC.

### Actions 2004/05

- Establish a corporate authentication framework (Government Authentication Project).
- Expand high-speed Internet access to all citizens (Premier's Technology Council).
  - Aggregate the telecommunications spending of the broader public sector and leverage that spending in a public procurement process.
  - Connect communities and upgrade bandwidth capacity across the province to achieve greater access.
- Continue web content migration to common portal.
- Expand the type and number of services/transactions available on the portal.
- Develop/implement channel integration strategy
  - Ensure services are available through a single point of access for clients whether through the Internet, telephone or over the counter.
  - Migrate transactions to the most cost-effective and appropriate service channel.

Already underway, the **Government Authentication Project** will design, build and implement a common approach to identify, authenticate and authorize users to access e-service applications in BC.

Launched in September 2003, the **Enterprise Portal** creates a single-window gateway into government for access to information and the delivery of services to residents, businesses and visitors to.

### Long-Term Direction

- Continue expansion of high-speed Internet access to all citizens.
- Develop/implement a common identification management framework.
- Achieve a fully developed portal, including project governance, funding and content, and move to true production service.
- Full implementation of the Employee Portal.



**5. Government must strategically manage information and knowledge assets to drive e-BC.**

**Actions 2004/05**

- Conduct legislative review of the *Freedom of Information and Protection of Privacy Act* (FOIPPA) and develop amendments needed to support e-initiatives.
- Implement the *Personal Information Protection Act* (PIPA).
- Develop/implement Electronic Document Records Management System (EDRMS).
- Continue development of common information and data standards and facilitate their adoption across government.
- Develop/implement information framework for Enterprise Portal.

**Electronic Document Records Management System** will effectively manage all government documents and records in a consistent, logical manner, from creation to final disposition.

**Long-Term Direction**

- Information and knowledge are managed strategically and in keeping with a dynamic and responsive legislative and policy framework.
- Develop common information data and registry sets.
- Legislative and policy requirements for the protection of personal information are met in the development and implementation of e-initiatives.

**6. Government must effectively manage and efficiently operate the Province's IM/IT infrastructure to support electronic service delivery in BC.**

**Actions 2004/05**

- Action IM/IT investments according to their ability to be integrated with IT Shared Services, Digital Divide, IT security and ministry projects.
- Corporate e-delivery standards will be developed with priority to ASD initiatives.

**Long-Term Direction**

- CITS will develop specific performance measures as part of their Service Level Agreements.

7. A fair, innovative and responsive process, that involves the IM/IT vendor community, is needed to procure Information Technology to drive e-BC.

**Actions 2004/05**

- Incorporate elements of the strategic relationship model into Alternative Service Delivery's (ASD) Joint Solution Procurement model.
  - Coordinate ASD initiatives with e-BC Strategic Plan.
  - Establish mechanisms to ensure continued private sector involvement in procurement reform.
- Ensure involvement of divisions within the MSER in discussions/decisions regarding common solutions to government IM/IT procurement.

**Long-Term Direction**

- Develop a strong management model that has continuous improvement feedback to allow vendors to suggest ways to enhance the joint solutions procurement process for strategic IM/IT procurements.

8. Government must mitigate the risk of privacy and security breaches associated with and unique to IM/IT foundation of e-BC.

**Actions 2004/05**

- Ensure privacy impact assessments and security risk assessments are an integral part of all e-BC initiatives. For example, manage privacy implications of a new e-benefits service or manage security risks in Portal/web application development.

**Long-Term Direction**

- Manage privacy risk by integrating a Privacy Management Framework with other risk management strategies.
- Mitigate security risks by implementing enhanced security frameworks.

9. An appropriately skilled workforce of sufficient size is needed to lead and support e-BC.

**Actions 2004/05**

- Review the identified IM/IT workforce competencies with the Public Service Agency and/or Leadership Centre and recommend changes to strengthen the skill sets of IM/IT staff.

**Long-Term Direction**

- Develop new recognition and rewards mechanisms that align with the new governance and corporate e-services goals of the government.
- Develop succession plan to support e-BC and Client-Centred Service Delivery. The plan will ensure that the people with the right skills are in the necessary positions.

10. Promote improved planning and communication of business systems requirements between organizations and between business and technology professionals.

**Actions 2004/05**

- Develop statement of corporate government standards and a support process
- Support enterprise architecture initiatives within ministries and projects.

**Long-Term Direction**

- Introduce a federated Enterprise Architecture (EA) program that will formalize the skills and disciplines necessary to implement EA across government yet customize it according to individual ministry needs.

11. The CIO will work with Treasury Board Staff to coordinate development, review and strategic approval of ministry IM/IT Treasury Board Submissions.

**Actions 2004/05**

- The role of the CIO has been noted in the ministries Fiscal Year 04/05 budget letters.

## e-BC Strategy: Links to Government Planning Cycles and Initiatives

As work begins and e-government moves forward e-BC priorities will continue to evolve and new information will be used to reassess the strategy's direction. The following paragraphs describe how current planning process or initiatives link into the e-BC Strategic Plan.

### ➤ **Client Centred Service Delivery (CCSD) Framework**

The e-BC Strategy is an integral component of the CCSD Framework. The framework will ensure that client needs remain at the forefront of the e-BC Strategy and influence IM/IT investments/priorities. The framework will continue to advise government on changing client service priorities. The e-BC Strategy will use this information to ensure that IM/IT initiatives remain responsive to clients needs.

### ➤ **Information Resource Management Planning (IRMP) Process**

The IRMP process shares IM/IT information between central agencies and the ministries and helps guide corporate strategic IM/IT planning and management. It identifies e-government transformation opportunities, barriers to e-government initiatives and facilitates horizontal IM/IT opportunities. This information is used by the Chief Information Officer to refresh the e-BC Strategy ensuring that it is responsive to the current IM/IT business environment and ministry priorities.

### ➤ **CIO Investment Strategy**

Currently in development, the CIO Investment Strategy will provide a strategic process and criteria for identifying and investing in IM/IT projects that further the e-BC Strategic Plan. The CIO will work with the Treasury Board Secretariat (TBS) to coordinate key IM/IT investments across government. The strategy will link into current budget targets, ministry service plans and IRMP cycles. The CIO will also work with ministries and TBS to identify strategic projects and develop a resource management plan that assists in achieving the broad goals of the e-BC Strategy and the specific ministry service and program objectives.

### ➤ **Service Plans**

The *Budget Transparency and Accountability Act* requires government to table annual three-year service plans for ministries and government organizations with the Ministry of Finance. These plans ensure ministries clearly outline their vision, goals, and objectives. The e-BC Strategy must ensure that strategic and key IM/IT activities are included/reviewed during its planning cycle. Ministries are accountable for the activities and outcomes described in these plans.

### ➤ **Alternative Service Delivery (ASD)**

The e-BC Strategy works with ministries to develop government-wide IM/IT standards and policies as well as identify e-government opportunities. Through the enabling framework, standards, policies and opportunities are communicated to the ASD Secretariat and integrated into partnership initiatives, ensuring the most optimal business solutions for government.

## Identifying and Resourcing Strategic e-Government Investments

The present fiscal situation has a direct effect on IM/IT investments. At this time, the provincial government does not have new dedicated resources for a large-scale program to advance all the priorities of e-BC. Because of this reality and until conditions change, government needs an investment approach that uses resources strategically to achieve the vision and goals of e-BC.

The purpose of this section is to therefore to:

- describe how government will identify and support strategic investments and
- identify resource options for moving priority e-business initiatives forward.

### ***Links to existing positions, decision-making and planning processes.***

This investment approach is linked to the governance model developed within the CCSD framework. The DM Steering Committee will assist in the identification e-government priorities, and provide high-level support to break down barriers that impede e-projects.

An important role of the Government Chief Information Officer (CIO) is to maximize the value, quality and use of corporate IM/IT resources. In this context the CIO must ensure resources support business needs and align with the strategic priorities of the government. Ultimately, the CIO will enable business and service delivery transformation through better use of information, information-related services and technology.

The information resource management planning process shares IM/IT information between central agencies and the ministries and helps guide corporate strategic IM/IT planning and management.

### ***How will projects be identified?***

Strategic e-government projects will be identified through two methods. First, an annual CIO-led e-BC planning process will identify potential corporate projects. These projects will focus on current and potential IM/IT projects that advance the e-BC Strategy across the whole of government. Many of these projects will be infrastructure in nature and will require significant resources without immediate or directly linked return on investment. The Enterprise Portal is an example of a corporate infrastructure project as is the Government Authentication Project.

The second method of identifying strategic investments will be through the Information Resource Management Planning (IRMP) process. Through the IRMPs business-driven projects that are consistent with and help achieve the vision/goals of the e-BC will be identified. Information about these projects will be shared across government.

**Key applications will help government overcome barriers to e-government. Results and practices developed by these projects are shared across government.**

Once projects are identified through these two methods, a limited number will be identified as key projects. These projects are initiatives that support the strategic direction of the e-BC Strategy and will significantly move e-government forward.

The advantage of being identified as a key initiative is that the project will have the support and assistance of the CIO's office to obtain necessary funding for the project as well as resolve any substantial barriers that impede its successful completion. In exchange for this support, the onus is on the project, and the lead ministry, to perform and achieve results identified in the business case.

**Key Projects:**

- support the vision, goals and priorities of the e-BC Strategy.
- provide cross-government IM/IT standards or the infrastructure necessary to facilitate the development of e-projects.
- are championed by the Chief Information Officer, who
  - assists in achieving the necessary support for the project and
  - assists with removing or addressing issues and barriers that impede the development/implementation of the project.
- report regularly on their progress to the Chief Information Officer.
- will be used to demonstrate the successful development of e-government.

## Appendix A: e-BC Client Definition

**e-BC Clients are those who will 'receive' services delivered by the Province of B.C.**

### 1. e-BC Clients:

- Residents of BC - Individuals who have a physical address in B.C. (*Resident as defined by Canadian tax law*).
- BC Business - Individuals, representing a organization that is licensed to do business in B.C.
- BC Ministries/Agencies of the Crown - organizations that deliver public services either directly or indirectly.

### 2. Other Significant Clients:

- Employees of the Crown - Individuals that work for the Province of B.C., either as a ministry employee or an employee the Public Service and even the Broader Public Sector
  - Ministries
  - Agencies, Boards and Commissions.
  - Crown Corporations
  - Broader Public Sector Organizations (ICBC, BC Assessments, School Boards, Health Authorities, etc.). Representatives and employees of public organizations and institutions that receive government funding to deliver government services).

### 3. Other Levels of Government:

- Municipal, federal and/or regional district governments who rely on services delivered *by* the Province of B.C. in order for them to deliver services *to* British Columbians.

### 4. Tertiary e-BC Clients:

- Visitors to BC
- Suppliers (Individuals, businesses, organizations and/or institutions who rely on services delivered by the Province in order to supply goods and services).

## Appendix B: e-BC Discussion Papers

In December 2002, e-BC Project teams were asked to write e-BC discussion papers based on seven management elements. These elements were:

- Governance and Accountability
- Skills, Competencies and Relationships
- Enterprise Architecture and Technical Infrastructure
- Performance Measures
- Legislation, Policies and Standards
- Procurement
- Resourcing

Two additional discussion papers were submitted outside of the list of management elements. The first, "Citizen Access and Connectivity", provides client relations management and connectivity recommendations. The second is titled "Report and Recommendations on a Cross Government Framework for Planning, Management and Delivery of e-Services". This report identifies ministry's barriers to providing e-services and asks them to identify priorities that are necessary for e-service infrastructure.

The discussion papers contain together a total of 92 recommendations that inform the e-BC strategy. After analyzing and aligning the original recommendations against the e-BC vision and goals, a number of priority action areas emerged. These priorities can be found in the section e-BC Priorities and Actions: Phase I 2004/05.

The following are descriptions of each of the management elements and the discussion paper on Citizen Access and Connectivity. They are not simply summaries of the papers, but an amalgamation of information from the documents regarding what the management element is and why it is important to e-BC now. These management elements were used to form the direction of the e-BC Strategy. Copies of the discussion papers can be found at <http://www.cio.gov.bc.ca/ebc/>.

### **Governance and Accountability**

E-government is a new way of doing business that creates some challenges for the traditional vertical or silo approach to government decision-making and governance processes. As agencies move to become more interconnected these challenges will be magnified. If e-government is going to succeed, a revised decision-making framework is needed in order to balance individual ministry authority and accountability, with a whole-of-government approach to service delivery, including IM/IT projects.

As part of the e-BC Project a discussion paper was submitted outlining a governance and accountability framework for service transformation. The proposed governance model was designed to promote greater inter-ministry collaboration. This model is being broadened beyond e-BC to address service transformation across government. Since IM/IT is a tool for providing



better client service, decisions regarding e-government will be made within a corporate service transformation decision-making framework.

The governance framework defines three organizational levels for service transformation, and addresses a broad range of items including service delivery issues, strategies, opportunities, policies, business processes, infrastructure, etc.:

1. *Local* - unique to a particular ministry or program area, and have no applicability or relevance beyond that ministry;
2. *Sector* - of mutual interest to two or more ministries because of similar clients, information requirements, service delivery needs, etc. For example, a natural resources sector would encompass all ministries with an interest in land or land-related information and business solutions; and,
3. *Enterprise* - common across all of government, or incorporating applications or processes of a unique or innovative nature that can benefit the attainment of the e-BC goals.

While responsibility for organizing the information management (IM) and information technology (IT) functions is generally left with the ministries, the decision-making framework will facilitate cross-ministry coordination at the sector and enterprise levels.

### **Skills, Competencies and Relationships**

Leadership is essential in order to keep the e-BC Strategy on course and moving forward. Only through strong leadership will the strategy be able to attain its vision and goals. Within government, the Chief Information Officer (CIO) occupies a key leadership role.

The CIO is responsible for coordinating IM/IT resources to facilitate service transformation and contribute tangible benefits to Government performance and productivity. The CIO should be able to execute activities across the areas of policy, process, operations and executive leadership.

### **Enterprise Architecture and Technical Infrastructure**

#### *Enterprise Architecture*

To attain the goals of the e-BC Strategy a common approach to planning and implementing IM/IT infrastructure is needed. Enterprise Architecture is a disciplined management approach that assures better linkages between business needs, processes, information holdings, applications and technology infrastructure within an appropriate security and privacy framework. Enterprise Architecture is not an end result, it is an on-going process aimed at making more fully informed business decisions using methodologies applied with discipline and rigor.

#### *Technical Infrastructure*

Modern governments cannot operate without robust technology infrastructure to support the business and office systems that their operations depend upon. Although the province has a relatively good technology infrastructure in place, it is currently too fragmented and inconsistent

to effectively support the strategic objectives of e-BC. The existing infrastructure is also in jeopardy of erosion, due to ministry and agency budget pressures.

As implementation of the e-BC projects progresses, the infrastructure will increasingly be used by, or on behalf of, citizens businesses and other interested parties dealing with government's Internet-based e-services or using government's other service delivery channels. Enhanced enterprise architecture practices will be required to deliver client centered information and services, provide support for communities of interest, integrate service channels, enhance citizen connectivity and enable greater citizen engagement in government.

### **Performance Measures**

The success of services transformation and IM/IT management, as guided by the e-BC Strategic Plan, can only be confirmed if the stated goals and objectives for it are achieved. To do this e-BC outcomes must be clearly defined and progress regularly assessed to determine if the e-BC strategy is reaching its vision/goals. It is also necessary to articulate the impacts and benefits of e-government to justify and sustain support over the long term. Assessment should be realistic and within timeframes that are useful to decision-makers and coincide with other government planning cycles.

Another assessment tool, which allows governments to compare their progress to other jurisdictions, is a maturity model. In its simplest form, a maturity model is a listing of attributes for a series of maturity levels. The degree of IM/IT maturity consists of four measurable components environment, readiness, uptake and impact. *Environment* measures the extent of support process for the e-service. *Readiness* measures how "ready" are citizens and businesses (skills, access and technology) to adopt and use e-services. *Uptake* determines the usage and level of adoption of e-service and *impact* assesses the degree of change occurs within the different stakeholder groups from using the service.

### **Legislation, Policy and Standards (LPS)**

E-government needs strategic direction and a clear articulation of policies and standards that both anticipates and responds to business and service requirements. E-BC will not be achieved without a comprehensive legislative and policy infrastructure and a process for maintaining and building on that infrastructure.

Currently, some business initiatives see legislation, policy and standards as an impediment or an afterthought rather than an essential component/enabler of their initiatives. The result is that legislation, policy and standards do not keep pace or anticipate business or service imperatives or technological developments.

Legislation, policy and standards form one of the basic building blocks upon which the rest of the e-BC management elements are dependent. The lack of a comprehensive, sustainable legislation, policy and standards infrastructure will slow, even prevent, the adoption of e-government initiatives across ministries and retard client up-take.

### **Procurement**

A new model for procuring complex information technology goods and services entitled the "Strategic Relationship" (SR) procurement model was developed with the IM/IT vendor community. The SR model focuses on desired outcomes, not preconceived solutions. This approach has both the structure and flexibility to allow private sector service providers to put their best and most cost efficient solutions forward. Strategic relationships are long-term and would normally involve investment by both parties. A series of recommendations to implement a new model were provided in the procurement discussion paper.

The procurement discussion paper, tabled in June 2003, was not acted on. In the meantime, the Alternative Service Delivery Initiative developed a procurement model called Joint Solutions Procurement (JSP). Elements within JSP resonate strongly with the Strategic Relationship model. The JSP model has already begun improving the IM/IT procurement process. There is room for a dovetailing of the two models (SR and JSP) for an even more effective, fair, innovative and responsive procurement process - one that involves the IM/IT vendor community.

### **Access and Connectivity**

Addressing access and connectivity issues is critical to a successful e-BC Strategy. The success of e-government service delivery will only be realized if citizens use those on-line services. Therefore, citizens must be able to access and find value in government services offered through all channels. The on-going development of an integrated service delivery infrastructure is required to ensure citizens can access government services when and how they choose.

Clients access the BC government most frequently via the telephone (45%), over the counter (39%) and Internet (28%)<sup>6</sup>. Most clients access government via multiple channels; for example they might look up an address or telephone number on a web site and then call or visit a government office. Ninety percent of Canadians believe they should be able to choose how they access government services. Currently the provincial government offers access to government services through a variety of channels including telephone (Enquiry BC), over the counter (Government Agents and other ministry providers) and the Internet (Enterprise Portal and other government web sites).

Eighty-two percent of the BC population lives in a community with access to broadband communications technology. One of the government's priorities is to expand the geographic access of broadband to smaller communities (Digital Divide project).

### **Resourcing**

Funding IM/IT initiatives remains a challenge. Traditional funding processes based on ministries or individual program does not take into consideration the specific needs of certain e-government projects, particularly those that require long-term funding and collaboration across ministries. In order to maximize the benefits of e-government greater collaboration and sharing of IT/IM development resources should be encouraged.

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<sup>6</sup> *Citizen First 3 Survey*, Institute for Citizen-Centred Service and The Institute of Public Administration of Canada Jan 2003.